

NORTH MAHARASHTRA UNIVERSITY, JALGAON

M.B.A. Two Years Degree Course

Proposed Structure of a Course

(w.e.f. June 2004)

<u>Course Code</u>	<u>Semester I</u> <u>Subject Title</u>
101	Management Science - I
102	Management Accounting - I
103	Managerial Economics Analysis - I
104	Communication Skills
105	Computer Applications - I
106	Quantitative Techniques for Management
107	Organisational Behaviour-I
	<u>Semester II</u>
201	Management Science - II
202	Management Accounting- II
203	Managerial Economic Analysis - II
204	Research Methodology, Business Ethics & Professional Values
205	Operations and Materials Management
206	Marketing Management
207	Organisational Behaviour - II
	<u>Semester III</u>
301	Computer Applications - II
302	Information System for Management
303	Business Regulatory System - I
304	Human Resource Management
305	Functional Elective - I
306	Functional Elective - II
307	Functional Elective- III

Semester IV

- 401 Business and Government
- 402 Corporate Planning and Strategic Management
- 403 Business Regulatory System - II
- 404 International Business Environment
- 405 Functional Elective - IV
- 406 Functional Elective - V
- 407 Project Report & Viva Voce

Electives

- A. Marketing Management
- B. Human Resource Management
- C. Financial Management
- D. Systems Management
- E. International Business Management
- F. Operations & Materials Management
- G. Rural Development Management

NORTH MAHARASHTRA UNIVERSITY, JALGAON
REVISED SYLLABUS FOR MBA
(W.e.f, June 2004)

[Master in business Administration (M.B.A) Part I (First year) revised syllabus from June 2004.M.B.A. Part II (Second year)] revised from June 2005.

D) INTRODUCTION

The name of the programme shall be Master's Degree Course in Business Administration (M.B.A)

E) THE FRAME WORK OF THE NEW CURRICULUM OF M.B.A. Course

- 1) The basic objective of the M.B.a. programme is to provide to the country a steady stream of competent young men and women with the necessary knowledge, skills, values and attitudes to occupy positions of management and administration in business industry, public systems and the government.
- 2) The course structure of a given MBA programme should be designed keeping in view the basic objective stated above. Consequently certain essential features of such a model course structure would be:
 - a) Importing to the students latest and relevant knowledge in the field of management theory and practice.
 - b) Providing opportunities to the participants, within and outside the institutions, for developing necessary managerial skills, and .
 - c) Including the right kind of values and attitudes to function effectively in managerial / administrative positions.
- 3) **Certain other essential considerations :**
 - a) The knowledge inputs and opportunities for skills development are to offered in an evenly distributed and logically sequenced manner.
 - b) The design must be simple and logical.
 - c) There must be a particular major focus of attention on an area in each semester / term.

- 4) Developing suitable attitudes understandably is a very difficult and delicate task, and is to be done by the faculty as inconspicuously as possible
- 5) The relative importance of skills development and attitudinal orientation in management education suggest that an institution offering MBA program should have some freedom on course development, in choosing methods of instruction and internal assessment within a broad frame work of objectives and curriculum structure
- 6) It is suggested that a minimum weightage of 40 percent be given to internal, continuous and sessional assessment, consisting of assignment class room exercises, tests, seminar presentations, quizzes, group tasks, term papers etc. The external semester / terminal University of 60 percent
- 7) It is suggested that a full time two-year programme in management may have 4 semesters. A semester is expected to have a total of 14-16 work-weeks.

III) NEW CURRICULUM

1. The curriculum is presented in the accompanying chart along with Appendices containing list of functional elective subjects and outlines of required courses.
2. Specific elective courses to be offered in functional areas and sectors have to depend on student preferences, faculty availability and needs of the user system in the region in which the educational institution is located. It is also envisaged that an institution can include additional and autonomous short-term courses to provide a special focus to the curriculum and even marginally modify the required courses structure to effectively accommodate such additional courses.
3. While care and attention should be given to the basic objective of the curriculum and its academic rigours, we are not in favour of strict straight-jacketing of management curriculum which would shut out much needed experimentation and innovations in the field of management education
4. [a] The suggested curriculum indicates a total of 28 courses. Of these, 22 are required courses and 6 are functional electives

- (b) There is a provision for a project study and viva-voce in the fourth semester which together carry a marks value of 100. Internal marks for project work shall be 40 and for viva-voce 60. Viva to be conducted by two External examiners. There shall be separate panel for each functional elective.
- (c) Semester workload is balanced with seven full courses of 100 marks each per semester 350 lectures provides plus 70 periods for tutorials.

5. Appendix I : Outlines of the structure of MBA course.
Appendix II : Detailed syllabus.

IV) **ELEGIBILITY FOR ADMISSIONS**

Graduates possessing 50% marks at degree in any faculty of any statutory university shall be eligible for admission to the MBA course. after written test, interview and other tests may be presented by the State Government.

V) **NUBER OF LECTURES**

There shall be at least 50 lecture hours per semester, per course and 10 periods for Tutorial/Seminars/Assignments per course for the internal assessment work. The duration of the Lecture/Tutorial period shall be of 60 minutes each.

VI) **GUIDELINES FOR TEACHING METHODS**

1. So as to prepare competent business executives, the teaching methods will be comprise a mix of lecturing, Seminars, group -discussion, case-analysis, brain storming, -game-playing, Plant-visits, executive interaction, etc.
2. Extensive use of audio-visual aids and fields visits should form a major source of acquiring knowledge.
3. It shall be desirable if students undertakes minimum two industrials tours insides the university areas and one industrial tour outside university areas during their training period of 4 semester & must organize the one national seminars .The cost of national seminar borne by institute out of its own funds.
4. self study will be a natural requirements beside the time-table .The faculty will exerts little extra to cultivate reading habits & reading note among students Book review and 'presentation' should parts of regular teaching programmer
5. Each institute ,shall or departments shall issue annual souvenir as well as placements Boucher separately copy must be submitted to university by a its officer before the end of semesters

VII) PRACTICAL TRAINING AND PROJECT WORKS

Each candidate shall have to undergo a practical training for a period of not less than 50 days during vacation at the end of first year.

He shall write a project reports on a topic to be selected under the guidance of internal teacher and on the basis of actual training obtained in the vacation and submit same to the principal/director before the end of the semester III. The project report will be assessed the internal teacher. It is only on the basis of a certificate of the teacher concerned that the project report has been satisfactorily completed, that the candidate would be allowed to examination of second year. The project works will carry 40 marks and on the basis of the reports submitted by the student, there will have a viva at the second year carrying 60 marks.

The departments/institute shall submit the detailed list of candidate with project Titles, Name of the organization, internal guide & functional elective to the university on or before 30th November of the second year

The project report is to be prepared by the student & 3 typed copies to be submitted to the principal/director by end of IIIrd semester. The report will be duly assessed by the internal teacher of the subject & marks will be communicated by principal/director to the university before 31st December along with the internal marks

No students will be permitted to appear for semester 4 unless he submits the project has required

VIII) MARKS

Under marks semester there will be 7 full courses carrying 100 marks Each course shall carry 60 marks for written test & 40 marks shall be reserve for internal credit

IX) SPECILISATION

Under Part II the candidate shall be examined for a special subject consisting of six unit courses beginning to any one of the different areas of management, to selected by the candidate from amongst the following groups

Group A : Marketing Management

B : Human Resource Management

C : Financial Management

D : Systems Management

E : International Business Management

F : Operations & Materials Management

G : Rural Development Management

X)

REGULATIONS

Candidates for the special course under 305A , 306A ,307A , shall offer 405A, 406A only.

Candidates for the special course under 305B , 306B, 307B, shall offer 405B, 406B only.

Candidates for the special course under 305C , 306C, 307C shall offer 405C, 406C only.

Candidates for the special course under 305D , 306D, 307D, shall offer 405D, 406D only.

Candidates for the special course under 305F , 306F , 307E, shall offer 405F, 406F only.

Candidates for the special course under 305G , 306G, 307G, shall offer 405G, 406G only

Candidates for the special course under 305H , 306H, 307H, shall offer 405H, 406H only

XI)

ASSESSMENT

The total assessment of the candidates of the candidates shall be made in terms of an internal assessment and an external assessment , for each course

[I] The internal and external assessment will constitute separate heads of passing and theory will be show separately in the transcripts. The project report internal & External and viva shall constitute one head of passing.

[II] For each course, the ratio of marks of External assessment shall be :40:60 .

[III] The division of the 40 marks allotted to internal assessment shall be :20 marks minimum for 2 tutorial Practical (Computer Course) work and 20 marks for mid-semester test

If candidate fails due to his internal credit he is allowed to improve his internal credit marks within same Sem. & revised result shall be communicated to university before the commencement of regular examination.

[IV] The external assessment shall be based on the external written examination to be held at the end of each semester

[V] The marks awarded by a teacher in the internal assessment shall be immediately communicated to improve his performance

[VI] A candidate shall not allowed to appear for the semester examination unless Head of the Institution or University Department in consultation with the concerned teacher certifies the completion of the practical work / Sessional work Head of the Institute shall submit the internal marks to the controller of examination of the University

[VII] Reassessment of Internal Marks :

In case of those students who have secured less the passing percentage of marks in internal i.e less then 16 the concerned institute should be prevailed. In short, the taken into consideration & submitted a final Internal Mark sheet to University.

I) EXAMINATIONS

The M.B.A. Examination will be held in four semester :

- (i) The candidate will be allowed to carry maximum backlog of seven (7) head of passing from any more semesters.
- (ii) The project report is to prepared by the student and (2) two typed copies to be submitted to the principal /director by the end of III semester.
- (iii) The report will be duly assessed by the internal teacher of the subject and the marks communicated by the principal /Directors to the University before 31 December

II) STRUCTURE OF THE QUESTION PAPER

- (i) Each question paper shall be of 60 marks and of 3 hours duration
- (ii) For Theory papers : There will be 2 Sections. In section I a candidate shall be required to answer 3 questions out of any 5 questions & in section II he shall be required to answer 2 question out of 3 question. All question shall carry equal marks i.e 12 marks. Section I & II written in some answer book.
- (iii) for Composite papers (theory & practical/problems) there will be 2 sections. In section I (Practical) a candidate shall be required to answer 3 questions out of 5 questions & in section II (Theory) he shall be required to answer 2 questions out of 3. All questions shall carry equal marks.
- (iv) For Purely Practicals Papers (Without theory)
For Composite Papers (theory & practicals /problems) There will be 2 sections. In Section I (Practical) a candidate shall be require

to answer 3 questions out of 5 Questions & in section II (Theory) he shall be required to answer 2 questions out of 3 Questions. All questions shall carry equal marks.

- (v) For O.B. & Mgt. Science Papers- (including case studies)
There shall be 2 Sections. Section I (Theory) -3 Questions out of 5 questions & Section II (case studies) 2 case Studies out of 3 case studies.
To be attempted by the candidates.
- (vi) For case studies (Specialisation only) : out of 5 cases 3 case should be solved. Each case shall carry 20 marks.

XIV) STANDARD OF PASSING

Every candidate must secure 50% marks in aggregate and for external examination 24 out of 60 marks and for internal examination 16 out of 40 marks. For passing in the semester examination a candidate must secured minimum 40% marks in each individual paper & internal marks separately prescribed for the semester.

XV) CLASS AWARDED

1.	Aggregate 70% and above..	First Class with Distinction.
2.	Aggregate 60% and above.	First Class
3.	Aggregate 50% and above..	Second Class
4.	Below 50%	Fail

XVI) ADDITIONAL SPECIAL SUBJECT

A candidate who has passed the M.B.A. Examination of this University, may be allowed to appear for the M.B.A. examination, again, in any other special group only, by Keeping terms for the third and fourth semesters for that special group only the Exemption shall be given to him for all other papers.

In this case the candidate is not entitled to receive separate degree or class. For this purpose he has to pay only tuition fees for one year as may be prescribed from time to time .

XVII) NOMENCLATURE OF DEGREE

A candidate opting for specialization will obtain the MBA degree as under
e.g.

- A. Master In Bussiness Administration(Marketing Management)
----MBA(Marketing Management)

- B. Master In Business Administration (Human Resource Management)
---MBA(Human Resource Management)
- C. Master In Business Administration (Financial Management)
---MBA(Financial Management)
- D. Master In Business Administration (Systems Management)
---MBA(Systems Management)
- E. Master In Business Administration (International Business Management)---MBA(International Business Management)
- F. Master In Business Administration (Operations & Materials Management)---MBA(Operations & Materials Management)
- G. Master In Business Administration (Rural Development Management)
---MBA(Rural Development Management)

XVIII) CLASS IMPROVEMENT

A candidate willing to opt for class improvement will have to follow the procedure and provisions of the Ordinance

NORTH MAHARASHTRA UNIVERSITY, JALGAON

M.B.A. Two Years Degree Course

Proposed Structure of a Course

Equivalence

(w.e.f. June 2004)

New

Old

Semester I

Course Code

Subject Title

Course Code

Subject Title

- 101 Management Science - I
102 Management Accounting - I
103 Managerial Economics Analysis - I
104 Communication Skills
105 Computer Applications - I
106 Quantitative Techniques for Management
107 Organisational Behaviour-I

- 101 Management Science - I
102 Management Accounting - I
103 Basic Economic Concepts
104 Communication Skills
105 Computer Applications - I
106 Managerial Mathematics & Statistic
107 Organisational Behaviour-I

Semester II

- 201 Management Science - II
202 Management Accounting- II
203 Managerial Economic Analysis - II
204 Research Methodology, Business Ethics & Professional Values
205 Operations and Materials Management
206 Marketing Management
207 Organisational Behaviour - II

- 201 Management Science - II
202 Management Accounting- II
203 Managerial Economics & Econometrics
204 Research Methodology, & Business Ethics
205 Operations Management
206 Marketing Management
207 Organisational Behaviour - II

Semester III

- 301 Computer Applications - II
302 Information System for Management

- 301 Five Attempts to be given
302 Management Information Systems & Computer Applications

303 Business Regulatory System - I

304 Human Resource Management

305 Functional Elective - I

306 Functional Elective - II

307 Functional Elective- III

303 Business Law -I

304 Human Resource Management &
Industrial Relations

305 Functional Elective - I

306 Functional Elective - II

307 Functional Elective- III

Semester IV

401 Business and Government

402 Corporate Planning and Strategic
Management

403 Business Regulatory System - II

404 International Business Environment

405 Functional Elective - IV

406 Functional Elective - V

407 Project Report & Viva Voce

404 Current Business Scenario

402 Strategic Management

403 Business Law -II

401 **5 Attempts be Given**

405 Functional Elective - IV

406 Functional Elective - V

407 Project Report & Viva Voce

Electives

A. Marketing Management

B. Human Resource Management

C. Financial Management

D. Systems Management

E. International Business Management

F. Operations & Materials Management

G. Rural Development Management

NORTH MAHARASHTRA UNIVERSITY, JALGAON

M.B.A. – SEMESTER-I

SUBJECT : 101 MANAGEMENT SCIENCE – I

(w.e.f. June 2004)

The objective of the paper is to familiarize the students with the basic management concepts and process

1. Nature of Management

- 1.1 Definition, Nature and Features of Management
- 1.2 Management – Science/Art/Professional
- 1.3 Functions of Management
- 1.4 Challenges of Management due to Globalization

2. Development of Management Thought -

- 2.1 Taylor and Scientific Management. Principles of Scientific Management
- 2.2 Contribution of Henri Fayol
- 2.3 Barnard and Social System Theory
- 2.4 Contribution of Herbert Simon & Peter Drucker
- 2.5 Contribution of Behavioural Scientists and Systems Scientists
- 2.6 School of management thought - Empirical Approach, Human Behavior Approach, Contingency or Situational Approach, Operational Approach, Social System Approach.

3. Process of Management - II

- 3.1 Levels of Management (Top, Middle & Supervisory) and their respective functions.

3.2 Planning - Definition and features of Planning

- 3.2.1 Importance of Planning
- 3.2.2 Steps in Planning
- 3.2.3 Types of Corporate plans – Strategic, Tactical & operational planning.
- 3.2.4 Limitations of planning - Essentials of Effective planning.

3.3 Organizing

- 3.3.1 Concepts : Features and Principles
- 3.3.2 Designing Organizational Structure
- 3.3.3 Various types of Organisation Structure
- 3.3.4 Activity Analysis

- 3.3.5 Departmentalisation
- 3.3.6 Delegation of Authority
- 3.3.7 Sources of Authority and responsibility
- 3.3.8 Centralisation and Decentralisation
- 3.3.9 Span of Management
- 3.3.10 Relations Analysis
- 3.3.11 Line and Staff
- 3.3.12 Formal and Informal Organisation, Committee

4. Management Process II

- 4.1 Staffing - Fundamentals of Staffing - Sources of Supply, Scientific Selection processes.
- 4.2 Directing - Fundamentals of directing, importance of directing; principles of direction
- 4.3 Coordination - Need, importance of coordination and cooperation; Techniques for effective coordination.
- 4.4 Controlling - Meaning, importance, steps in controlling; Essentials of effective control System; Control Techniques - Budgets & Budgetary Control, Standard costing, Breakeven point analysis, Profit volume ratio, PERT, CPM, Return on Investment.

5. Case Study Techniques Approaches -

General Structure of case solution - Facts finding, identifying problems, analysis of problems, alternation solution and best solution.

Reference Books :

1. Management - Stoner & freeman, Prentice & Hall, N.Delhi
2. Management in Global Perspective - Koontz O'Donnel, Tata McGraw Hill, Bombay
3. Principles of Management - L.M. Prasad; Himalaya Publications, Mumbai
4. Modern Business & Organization - Sherlekar & Sherlekar .
Himalaya Publications, Mumbai
5. Management Principles & Practice - Srinwas & Chunawala; Himalaya Publications, Mumbai.
6. Management - Peter Drucker, Prentice Hall India Pvt. Ltd., New Delhi
7. Management Theory & Practice - Earuest Dale
8. Management - Cathrine C. Bartol.

NORTH MAHARASHTRA UNIVERSITY, JALGAON
M.B.A. – SEMESTER-I
SUBJECT ; 102 MANAGEMENT ACCOUNTING – I
(w.e.f. June 2004)

1. Basic Knowledge of Financial Accounting

- 1.1 Management Accounting and Cost Accounting; objectives of all these and their relationships.
- 1.2 Basic terms used - Book keeping, Assets, Liabilities, Capital, Cost, Revenue, Revenue Expenditure, Capital Expenditure, Capital Receipt, Revenue Receipt, Deferred Revenue Expenditure, Current Assets, Fixed Assets, Intangible Assets, Fictitious Assets, Current Liabilities and non-current Liabilities. Concept of value - market value, replacement value, book value, depreciation, goodwill, rules of debit and credit
- 1.3 Journal, Ledger, Cash book, Trial Balance, Final Accounts of Sole trader

2. Accounting Concepts and conventions

- 2.1 Accounting Standards issued by Institute of Chartered Accountants of India - AS-1, AS-2, AS-4, AS-4, AS-5, AS-6, AS-7, AS-9, AS-10.

3. Elements of Cost

- 3.1 Materials - Stores Ledger, pricing of materials, EOQ, Levels of materials
- 3.2 Labor - Time keeping and booking, Labor Turnover
- 3.3 Overheads - Allocation, Apportionment, and absorption of overheads

4. Methods of Costing

- 4.1 Preparation of Cost Sheet
- 4.2 Job Costing, Contract costing, Batch costing
- 4.3 Process costing (Abnormal loss, abnormal gain and normal loss)

5. Marginal Costing and Break-even Analysis

- 5.1 Meaning – Utility
- 5.2 Tools of Decision Making – Make or buy – own or lease – fresh or replace, export v/s local cell, shutdown or continue, expand or control etc.
- 5.3 Limitations

6. **Standard Costing**
- 6.1 Meaning - uses limitations
 - 6.2 Material cost variances
 - 6.3 Labour cost variances

Reference Books

- 1. Advanced Accountancy - Shukla M.C & Grewal T.S.
- 2. Advanced Accountancy - Arulanandam
- 3. Advanced Accountancy - Shukla S.M.
- 4. Financial Accounting - A Managerial Perspective - R. Narayanswamy
- 5. Advanced Accountancy - Jain S.C. & Narang K.L.
- 6. Cost Accounting - Jawahar Lal
- 7. Principles of Management Accounting - Maunohan & Goyal
- 8. Cost accounting - Arora M.N.

NORTH MAHARASHTRA UNIVERSITY, JALGAON

M.B.A. -- SEMESTER-I

SUBJECT : 103 MANAGERIAL ECONOMIC ANALYSIS - I

(w.e.f. June 2004)

- 1. Definitions of Economics, concepts of Micro & Macro Economics, Basic Economic problems, production possibility curve.
- 2. Concept & meaning of Demand, The Law of demand, elasticity of demand and supply
- 3. Concept of Consumer's Equilibrium - Law of Diminishing marginal utility, Law of equi-marginal utility, indifference curve, features, consumer's equilibrium with indifference curve analysis
- 4. Production Function - short-run & long-run production function the least cost input combination, Various cost concepts, Productivity, theory of distribution, determination of rent, wages, interest & profit
- 5. Market Structure - Features of Perfect Competition, Monopolistic Competition, Determination of Price under different market situation.
- 6. Factor Pricing - Marginal Productivity, theory of distribution, determination of rent, wages, interest & profit

7. National Income Accounting - Gross Domestic Product (GDP) - expenditure based, GDP income based, other income concepts, concepts of Growth and Development, Benefits & Cost of Economic Growth
8. Nature of Money - The origin of money, modern money, the role of money in macro-economics, the supply of & demand for money, monetary forces and national income
9. Balance of payment accounting - the meaning of balance of payment, balances & imbalances
10. Cost and the Market Economy - Key Issues of Privatisation

Reference Books

- An introduction to positive Economics - R.G.Lipsey
Business Economics - C.M. Chaudhari

NORTH MAHARASHTRA UNIVERSITY, JALGAON

M.B.A. – SEMESTER-I

SUBJECT : 104 COMMUNICATION SKILLS

(w.e.f. June 2004)

OBJECTIVES:

To Develop effective communication skills to maintain good interpersonal relations and manage business activities.

1. Communication

- 1.1 Meaning
- 1.2 Process of communication
- 1.3 Objectives of Communication
- 1.4 Barriers to Communication
- 1.5 Techniques of effective communication.

2. Nature of Communication

- 2.1 Formal and Informal Communication
- 2.2 Patterns of Communication
 - 2.2.1 Vertical-Upward, Downward
 - 2.2.2 Horizontal
 - 2.2.3 Consensus

- 2.3 **Means of Communication**
 - 2.3.1 Verbal and Non Verbal
 - 2.3.2 Written and Oral
 - 2.3.3 Suitability of Various choices

3. **Business Letters**

- 3.1 Qualities of good business letter
- 3.2 Layouts of business letters
- 3.3 Writing different types of letters
 - 3.3.1 Enquiries and replies
 - 3.3.2 Placing and fulfilling order
 - 3.3.3 Complaints and follow up.
 - 3.3.4 Credit and collection letters
 - 3.3.5 Sales Letters.
 - 3.3.6 Application letters
 - 3.3.7 Reference letters/Testimonials
 - 3.3.8 Appointment letters.

4. **Oral Communication**

- 4.1 **Listening**
 - 4.1.1 Importance
 - 4.1.2 Barriers
 - 4.1.3 Art of Listening
- 4.2 **Speaking**
 - 4.2.1 Public Speaking
 - 4.2.2 Preparation of Speech
- 4.3 **Group Discussion**
- 4.4 **Interviews**
 - 4.4.1 Types
 - 4.4.2 Techniques of effective interview
 - 4.4.3 Preparation
- 4.5 **Participation & Tactics in Meetings**

5. **Recent trends and Communication**

- 5.1 Audio Visual Means
- 5.2 Tele-Communication
- 5.3 Tele-Conferences
- 5.4 Video Conferences
- 5.5 Fax

- 5.6 Internet and E-mail
- 5.7 Browsing
- 5.8 Computers and Information Technology
 - 5.8.1 Role and Importance
 - 5.8.2 Utility
 - 5.8.3 Limitations

6. **Presentation Skills**

- 6.1 Use of O H P
- 6.2 Use of L C D - Powerpoint

7. **Internal Practicals**

- 7.1 Group Discussions
- 7.2 Public speaking
- 7.3 Interviews
- 7.4 Presentations with visual and audio visual aids
- 7.5 E-mail
- 7.6 Use of Internet

Reference Books

1. Communication – C. S. Rayadu – Himalaya Publishing House.
2. Effective communication – Urmila Rai, S.M. Rai
3. Business Communication – Urmila Rai
4. Business Communication - K.K. Sinha
5. Business Correspondence and report writing – 3rd Ed, R.C. Sharma, Krishna Mohan
6. Business Communication – International edition C Courtland Bovee, John Thill
7. Principles of Business Communication –Ronald Dalek, John Fielden
8. Business Communication Theory and Application-Lesikar, Pettit
9. Contemporary Business Communication – Scott Boer
10. Business Communication Theory and practice- Tole P.M. & Chandgadker
11. Essentials of Business communication- Rajendra Pal and Korlahalli
12. Communication for Business – Shirley Taylor, 3rd Ed, Longman, Pearson Education
13. Communication Management – Theory and Practice, P. Rathnaswamy, Deep and Deep Publications.

14. **Organizational Communication** – Arnold E. Schneider, William C. Donaghy, Pamela Jane.
15. **Basic Business Communication** – Robert M. Archer, Ruth Person Amos.
16. **Business Communication** – Shive Kumar
17. **Effective Business Communication**– Murphy
18. **Excellence in Business Communication** – Thill
19. **Handbook of Business Correspondence** - Frailey
20. **Business English and Communication** – Clark
21. **Business Communication** – Balsubramanyam M.
22. **Business Communication** – Homai Pradhan & Thakur
23. **Communication & Society**- Kamlesh Mahajan

NORTH MAHARASHTRA UNIVERSITY, JALGAON

M.B.A. – SEMESTER-I

SUBJECT : 105. COMPUTER APPLICATIONS - I

(w.e.f. June 2004)

Introduction to RDBMS Concept with ORACLE 8i

Objective :

Objective of this course is to provide students with the systematic knowledge of "Relational Data Base Management Systems" Concepts. Which will help them to understand application of RDBMS in Business Management Problems.

RDBMS concepts also provides comprehensively, in-depth treatment of the SQL language for students with both technical and non-technical background and Managers to understand and impact of SQL in the contemporary management.

This course will help the Managers to Interpret the Data in database and to design customize reports using Client-Server technology.

1. THE RELATIONAL MODEL

- Introduction to the Relational Data Model
- Structure of Relational Database
 - Concept of Domain
 - Introduction to Normalization
 - Keys
 - Integrity rules

2. INTRODUCTION TO ORACLE RDBMS

- What is ORACLE ?
- The ORACLE RDBMS

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Background processes

Types of files

- ORACLE Utilities.

3. INTRODUCTION TO SQL

- Types of SQL Commands
- Data Definition Commands (DDL)
- Data Manipulation Commands (DML)
- Transaction Control Commands
- Example of a SQL Command
- Getting Started with SQL
- What is SQL
- Logging into SQL *Plus
- Elements of SQL
- Naming Rules
- Data types
- SQL Data Definition
- The CREATE Command
- The ALTER Command
- The DROP Command
- Manipulating Table Data
- The INSERT Command
- The UPDATE Command
- What is a Transaction ?
- Rollback, commit and autocommit
- Other Transaction Models
- Transaction : Behind scenes

4. DATA RETRIEVAL USING SQL

- The SELECT Statement
- Displaying all Columns from a table Controlling Column order
- Conditional Retrieval
- Selecting Specific rows from a table
- Selecting rows within a range
- The order by clause
- Joining Tables

(21)

5. **SOL FUNCTION REFERENCE**
- Aggregate Function
 - Math Functions
 - String Functions
 - The GROUP BY clause
6. **WORKING WITH DATES & NULL VALUES**
- Getting a Good Looking date
Displaying Dates
Date Arithmetic
Dates in SQL Commands
 - Worrying with Null Values
What is a Null Values ?
Using Null Values
The Null Value Function NVL.
7. **SUBQUERIES**
- Using Subqueries When to Use Subqueries
Subqueries That Return Multiple Values
 - Multiple Subqueries
 - Correlated Subqueries
 - Subqueries in the HAVING Clause.
8. **VIEWS**
- What is a View ?
 - Creating a View
 - Querying a View
 - Updating a View
9. **PERFORMANCE TUNING**
- The Art of Indexing
Creating an Index
10. **INTRODUCTION TO PL/SQL**
- Structure of PL/SQL.
 - Identifiers
Variables, Constants, Reserved Words, Literals
Declarations using attributes
 - Datatypes

- PL/SQL Tables
- User-defined Records
- Expressions and Comparisons.
- Advantages of PL/SQL.
- Usage of Comments

11. **CONSTRUCTS IN PL/SQL**

- Use of Labels
- Control statement
- Conditional and Iterative control
- Cursor
- Types of Cursors
- Explicit and Implicit Cursor
- Cursor FOR loops

12. **EXCEPTIONS**

- Types of exceptions
- Internal User-defined exceptions
- Declaring exceptions
- Handling RAISED statement
- Functions in Exception handling
- Branching in an exception handler
- Advantages
- Database triggers
- Subprograms
- Procedures
- Functions

13. **DOING ROUTINE TASK**

- Construct tables & granting and revoking privileges to objects.
- Learn the utilities – SQL * Loader, Import & Export, Backup & Recovery

Reference Books :

- 1) SQL PL/SQL – Ivan Bayross
- 2) ORACLE Complete Reference – Oracle Press

M.B.A. – SEMESTER I
SUBJECT : 106 QUANTITATIVE TECHNIQUES FOR
MANAGEMENT
(w.e.f. June 2004)

Objectives :

1. To introduce the basic concepts of Mathematics and Statistics which are useful in managerial decision process
2. To solve numerical problems based on above concepts.

SECTION – I

1. **Correlation**

- 1.1 Meaning and types of correlation
- 1.2 Methods of scatter diagram
- 1.3 Karl Person's for ungrouped data.

2. **Regression**

- 2.1 Meaning
- 2.2 Linear and non-linear regression
- 2.3 Regression equations for two variables
- 2.4 Meaning and properties of regression coefficients
- 2.5 Coefficient of determination
- 2.6 Standard error of estimate
- 2.7 Comparison between correlation and regression.

3. **Probability**

- 3.1 Sample space
- 3.2 Event
- 3.3 Mutually exclusive, equally, likely and exhaustive events
- 3.4 Mathematical definition of probability
- 3.5 Statement of addition theorem
- 3.6 Dependent and independent events
- 3.7 Conditional probability
- 3.8 Statement of multiplication theorem.

4. **Matrices**
- 4.1 Meanings
 - 4.2 Types of matrices
 - 4.3 Operations on matrices like addition, subtraction, multiplication
 - 4.4 Transpose, determinant, ad joint and inverse of a matrix
 - 4.5 Normal form and rank of a matrix
 - 4.6 Solution of system of equations by Cramer's Rule and Matrix inversion Method

SECTION II

5. **Linear Programming Problem**

- 5.1 Introduction Assumptions & Advantages of L.P.P.
- 5.2 General L.P.P.
- 5.3 Formulation
- 5.4 Graphical Method
- 5.5 Simplex Method
- 5.6 Big - M Method
- 5.7 Concept of dual and its Interpretation

6. **Transportation Problem**

- 6.1 Definition And Application Problems
- 6.2 Balanced & Unbalanced TP
- 6.3 Basic Feasible Solution using N-W Corner Rule
- 6.4 Matrix Minima Method & VAM
- 6.5 Optimal Solution Using MODI Method
- 6.6 Degenerate T. P. & maximization N.T.P.

7. **Decision Theory**

- 7.1 Decision Making problem
- 7.2 Decision Under Race
- 7.3 Expected Monetary Value
- 7.4 Expected Opportunity loss
- 7.5 Expected Value of perfect information
- 7.6 Decision under uncertainty
- 7.7 Maximin, Maximax, Minimax & Laplace Criteria
- 7.8 Decision Trees

PERT & CPM

- 8.1 Network Diagram & Representations
- 8.2 Determination of critical paths & the Floats
- 8.3 Probability & Cost Consideration in project scheduling
- 8.4 Advantages & Limitations of PERT & CPM

Reference Books :

1. Business Mathematics - D.C. Sancheti and V.K. Kapoor, Sultan Chand & Co., Delhi.
2. Business Mathematics - Q Zamecruddin, V.K. Khanna, S.K. Bhambri, Vikas Publishing House.
3. Fundamentals of Statistics - S.C. Gupta, Himalaya Publishing House, Bombay.
4. Business Statistics - S.C. Gupta and Mrs. Indra Gupta, Himalaya Publishing House.
5. Statistical methods - S.P. Gupta, Sultan Chand & Co., Delhi
6. Operation Research - by H.A. Taha
7. Operation Research - by Kanti Swarup, Manmohan & Gupta
8. Principles of O.R. for Management - by F.S. Budrick, Dennis Mcleavy & Richard Majena

NORTH MAHARASHTRA UNIVERSITY, JALGAON

M.B.A. - SEMESTER I

SUBJECT : 107 ORGANISATIONAL BEHAVIOUR - I

(w.e.f. June 2004)

Objectives :

1. To Provide Organizational Behavior perspective to management students.
2. To relate various theoretical framework that serve as foundation for practicing managers.

1. Organizational Behavior

- 1.1 scope of O.B.
- 1.2 Approaches to O.B.
 - 1.2.1 Cognitive
 - 1.2.2 Behaviouristic
 - 1.2.3 Social learning
- 1.3 Influence of Various disciplines on O.B.
 - 1.3.1 Psychology
 - 1.3.2 Sociology
 - 1.3.3 Social Psychology

- 1.3.4 Political Science
- 1.3.4 Anthropology
- 1.3.5 Economics

2. **Micro-Perspectives**

- 2.1 Individual Behavior
- 2.2 Values, ability, Attitude
- 2.3 Motives, Goals, Motives strength, Motivation
- 2.4 Cognitive dissonance, Frustration, Resignation
- 2.5. 2.5.1 Personality-Personality Determinants, Personality Traits, Personality Attributes.
- 2.5.2 Perception - Importance, factors Influencing Perception, Problems
- 2.5.3 Learning - Theories of Learning, shaping, Learning Organization.
- 2.6 Developing interpersonal relations
- 2.7 Developing interpersonal skills
 - 2.7.1 Johari Window
 - 2.7.2 Transactional Analysis
- 2.8 Satisfaction, Job Satisfaction
- 2.9 Measurement of Job Satisfaction
- 2.10 Work Related commitments, organizational commitments.
- 2.11 Productivity & Morale

3. **Theories of Motivation**

Evaluation, Comparison and integration of theories stated below.

- 3.1 Hierarchy of needs Theory
- 3.2 Theory X and Theory Y
- 3.3 Motivation-Hygiene Theory
- 3.4 ERG Theory
- 3.5 Cognitive Evaluation Theory
- 3.6 Mc Cellands Learned Needs Theory
- 3.7 Task Characteristic theory
- 3.8 Goal Setting Theory
- 3.9 Reinforcement Theory
- 3.10 Equity Theory
- 3.11 Expectancy Theory
- 3.12 Attribution Applied

4. **Motivation Applied**

- 4.1 Role of Money in Motivation

- 4.2 Job design, Job redesign and Job rotation
- 4.3 Goal Setting
- 4.4 Behaviour Modification
- 4.5 Participative management
- 4.6 Performance based Compensation
- 4.7 Flexible Benefits
- 4.8 Self managed teams
- 4.9 Creating Proper motivational climate

5. Group Dynamics

- 5.1 Groups in Organization, Nature, Membership, and Types of Groups.
- 5.2 Theories of Group Formation
- 5.3 Group Structure
 - 5.3.1 Role, Role Identity, Role Perception, Role Expectation, Role conflict.
 - 5.3.2 Group Norms, Group Conformity, Group cohesion, Group size, Social loafing, Group Think, Group shift, Teams, Quality circles.

Reference Books

1. Organizational Behavior, Concept controversies and applications- Stephen P. Robbins :
2. Organizational Behavior - fred Luthans
3. Industrial - Organizational Psychology - John B. Miner
4. Management of Organizational Behavior, utilizing human resources- Paul hersey & Kenneth H. Balchard.
5. Organizational Behavior - Hellrigel, slocum, Woodman,
6. Organizational Behaviour Text and Cases - Uma Sekharan
7. Human Behavior At work- Keith devis
8. Psychology of Industrial and Organizational Behavior - P.A. Bhagwatwar
9. Human Behavior at Work- Keith Davis & John W. Newstrom
10. Organizational Behavior- P.A. Bhagawatwar, Pune Vidyarthi Griha, Pune.
11. Human Relations, and Organizational approach- hallaran Jack
12. Hand Book of Rational Emotive Therapy - Ellias A & Grieger R.
13. Reason & Emotion in Psycho-therapy-A. Ellis, Lyle Stuart.
14. Organizational Behavior Concepts and Cases -- Dr Aujali Gharekar

NORTH MAHARASHTRA UNIVERSITY, JALGAON

M.B.A. - SEMESTER II

SUBJECT: 201 MANAGEMENT SCIENCE - II

(w.e.f. June 2004)

1. **Decision Making**
 - 1.1 Meaning importance & types of decisions
 - 1.2 Decision making process.
 - 1.3 Effective decisions, rationality in decision making
 - 1.4 Qualitative and Quantitative Techniques used for decision making.

2. **Universal concepts in management -**
 - 2.1 Liberalization, privatisation, Foreign collaborations
 - 2.2 Multinational & Trans-national Corporations.
 - 2.3 Globalisation, Japanese Management, TQM, Zero Defect, Zero Inventory, ISO Certification Series
 - 2.4 Environmental friendly packaging, life times employment, Just in time inventory.
 - 2.5 Contribution of Management Thinkers since 1970 - Chris Argyris, Renesis Likert.

3. **Management in future. -**
 - 3.1 Knowledge Management
 - 3.2 Learning Organization
 - 3.3 Virtual Organization

4. **Entrepreneurship -**
 - 4.1 Concepts, Scope, importance
 - 4.2 Theories of Entrepreneurship
 - 4.3 Role of financial institution for the Development of Entrepreneurship
 - 4.4 Writing Business Plans
 - 4.5 Financing Projects

Reference Books :

1. Management by Stoner & freeman
2. Management in Global Perspective by Koonig Dennelr
3. Management by Gathrin c. Bartol
4. Business Environment & Strategy for Mulation by Ashwathappa

NORTH MAHARASHTRA UNIVERSITY, JALGAON
M.B.A. - SEMESTER II
SUBJECT : 202 MANAGEMENT ACCOUNTING
(w.e.f. June 2004)

Final Accounts of Limited Companies

- Provisions - Appropriations - Bad - debts.
- Outstanding Expenses, Pre-Paid Expenses
- Accrued Income and Income received in Advance

Ratio Analysis - Meaning and Significance

- 2.1 Liquidity Ratios.
- 2.2 Leverage Ratios.
- 2.3 Activity Ratios
- 2.4 Profitability Ratios
- 2.5 Solvency Ratio
- 2.6 Limitations of Ratio Analysis

Statements of Changes in financial Position

- 3.1 Fund flow Statement
- 3.2 Cash flow Statement
- 3.3 Uses and Limitations of Above statements.

Management of Working Capital

- 4.1 Management of current Assets.
- 4.2 Financing of working capital.
- 4.3 Estimation of working capital requirement.

Budgeting and Budgetary Control.

- 5.1 Meaning - uses
- 5.2 Financial Budgets
- 5.3 Master Budgets
- 5.4 Cash Budget
- 5.5 Flexible Budget
- 5.6 Limitations of Budgetary Control.

Money Markets and Instruments.

6. Financial & Operating Leverage; Trading on Equity.
7. Capital Investment Analysis.

Reference Books

1. Advanced Accounting - Shukla M.C. & Grewal T.S.
2. Advanced Accounting - Arulanandam
3. Advanced Accounting - Shukla S.M.
4. Financial Accounting - A Managerial Perspective - R. Narayanswamy
5. Advanced Cost Accounting - Jain S.C. & Narang K.L.
6. Cost Accounting - Jawahar Lal.
7. Principals of Management Accounting - Manmohan & Goyal.
8. Cost Accounting - Arora M.N.

NORTH MAHARASHTRA UNIVERSITY
MBA – Semester II
SUBJECT : 203 MANAGERIAL ECONOMIC ANALYSIS II
(w.e.f. June 2004)

Section - I : Managerial Economics

1. **Nature and significance of Managerial Economics**
2. **Demand forecasting - (a) meaning (b) Importance (c) various methods.**
3. **Pricing policy & methods**
 - 3.1 Objectives of pricing policies.
 - 3.2 Cost plus of full cost pricing
 - 3.3 Going rate pricing
 - 3.4 Transfer pricing
 - 3.5 Limit pricing
 - 3.6 Multiple product pricing
 - 3.7 Administered prices
4. **Analysis of Non-price competition -**
 - 4.1 Price v/s non-price competition
 - 4.2 The concept of marketing mix
 - 4.3 Product differentiation

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- 4.4 The product mix decisions
- 4.5 Selling cost impact of selling cost on cost curve, demand curve and equilibrium of a firm

Reference Books :

1. Business Economics - The Application of Economic Theory - R. P Fergusson, G. L. Fergusson & Rotmchild
2. Managerial Economics for Business Management and Accounting - Howard Davis
3. Managerial Economics - H. Craig Peterson and Lewis

SECTION - II - ECONOMETRICS

1. **Econometrics :**

Definition, objectives, characteristics, scope, basic concepts and limitations of Econometrics. Tools and methods of study. Economic models and Econometric models. Cross-section and Time-series models.

2. **Statistical Inference :**

Properties of estimators, methods of estimation, Maximum likely-hood estimation and method of Least squares.

3. **Problems of single equation models :**

Auto-correlation and its estimation. Durbin-Watson test. Multi-collinearity. Homoscedasticity and Hetro-scedasticity.

4. **Simultaneous Equations :**

General simultaneous equations model, structural form, Reduced form and final form.

5. **Identification :**

Identification, definition, method of identification, just, over and under identification, multicollinearity and identification. Methods of econometric estimation, least and maximum likelihood models: Decision making under uncertainty, alternative decision rules.

6. **Input-Output :**

Meaning and features of Input-Output analysis: Leontif's static and dynamic model, importance, applications and limitations.

Recommended Books :

1. Econometrics and Mathematical Economics by Singh, Parashar and Singh. S. Chand & Co., New Delhi.
2. Fundamentals of Econometrics by Mehta and Mehta, Himalaya Publishing House, Bombay
3. Basic Econometrics by Gujarati, Damodar, MacGraw-Hill Book co., New York
4. Econometrics by Maddala, G. S., MacGraw-Hill Book co., New York.

NORTH MAHARASHTRA UNIVERSITY, JALGAON

M.B.A. – SEMESTER II

**SUBJECT : 204 – RESEARCH METHODOLOGY, BUSINESS ETHICS
AND PROFESSIONAL VALUES**

(w.e.f. June 2004)

1. **Research Methodology**
 - 1.1 Meaning, Importance and Nature of Social Research in Management
 - 1.2 Research in Management
 - 1.3 Research Process - Formulating the research problem, research design, determining sources of data, designing data collection forms, determining sampling design and sampling size, organizing and conducting the field survey, processing and analyzing the collected data preparing the research report
2. **Research Design**
 - 2.1 Features of a good design
 - 2.2 Types - Exploratory, Descriptive and Experimental
 - 2.3 Validity & reliability in research design
3. **Sampling Design**
 - 3.1 Steps in Sample Design
 - 3.2 Characteristics of a good sample design
 - 3.3 Random samples & Random Sampling design
4. **Collection of Data-**
 - 4.1 Types - primary & secondary
 - 4.2 Methods of data collection - observation, interview and questionnaire method; designing of questionnaire.

5. **Hypothesis**
 - 5.1 Meaning, Features & importance of hypothesis
 - 5.2 Procedure for hypothesis testing
 - 5.3 Use of statistical techniques for testing of hypothesis
 - 5.4 Sampling errors

6. **Selecting an appropriate statistical technique**
 - 6.1 Field work and tabulation of data
 - 6.2 Use of SPSS, advanced techniques of data analysis - ANOVA
 - 6.3 Discriminant Analysis, Factor analysis, Conjoint Analysis, Multidimensional Scaling and Clustering methods.

7. **Report writing - Layout and types of research paper**

8. **Business Ethics and professional values**
 - 8.1 Moral issues in business
 - 8.2 Justice and economic systems
 - 8.3 Environmental protection and consumer safety
 - 8.4 Whistle blowing
 - 8.5 Social responsibility and social responsiveness
 - 8.6 Arguments for and against involvement in social actions
 - 8.7 Role of Government
 - 8.8 Social Audit

9. **Corporate Governance – concept, need and regulations**
 - 9.1 Ethics in functional areas – Marketing and advertising
 - 9.2 Trade secrets, corporate disclosures and inside trading
 - 9.3 Accounting, Finance and corporate Takeover
 - 9.4 Employment--wages and unions
 - 9.5 Discriminatory actions and gender factors
 - 9.6 Copyrights and intellectual property rights

Reference Books

- 1) Research Methodology - C. R. Kothari
- 2) Methodology & Techniques of social Research - Wilkinson & Bhandarkar
- 3) Research Methodology - Dr. V. P. Michael
- 4) Research Design & Methods - Kenneth S. Bordens
- 5) Business Research Methods - Donald R. Cooper.

- 6) Business Ethics – Richard De George
- 7) Management Ethics – William Evans
- 8) Management by values—S.K. Chakraborty
- 9) Seven Spiritual Laws of Success—Deepak Chopra

NORTH MAHARASHTRA UNIVERSITY, JALGAON

M.B.A. – SEMESTER II

SUBJECT : 205 OPERATION AND MATERIALS MANAGEMENT

(w.e.f. June 2004)

1. **Production Management :**
History, Development, Meaning and functions of Production Management.
2. **Production Planning and Control :**
Introduction to Planning, levels of Planning, Objectives, factors, procedures and importance, Routing, sequencing, scheduling and loading, Simple numerical problems on sequencing of n Jobs on 2 and 3 machines, Meaning of production control, definition, necessity, objectives, techniques and advantages, Capacity planning
3. **Manufacturing Systems :**
Introduction, classification, Intermittent and Continuous systems and comparison of various systems.
4. **Product Design and Development :**
Introduction to product design, responsibility, design and costs, factors of influence and characteristics of good design Product development, improvement, stages of product development, factors responsible, tools for product development.
5. **Plant Location :**
Introduction, importance, nature, factors responsible for plant location, Location analysis and problems associated with plant location.
6. **Plant Lay-out :**
Meaning, objectives and advantages for a good lay-out, Features, factors, types and techniques of lay-out, building for the plant, facilities management and material handling equipment.

7. **Plant Maintenance**
Meaning of Maintenance, necessity, Objectives, types of maintenance, break-down maintenance, preventive maintenance, comparison, advantages and limitations of maintenance.
8. **Forecasting and Purchasing :**
Introduction and meaning of forecasting, elements, methods of forecasting, pre-requisite and pitfalls in forecasting, technology forecasting. Functions of purchasing, objectives, integrated approach for supply, selection of vendors, sourcing, monitoring of vendors and vendor development, Supply Management JIT.
9. **Work study and Value analysis :**
Introduction, methods and analysis of work measurement, its uses and techniques, time study, work sampling, advantages and drawbacks of work sampling. Meaning and Introduction of value analysis, objectives, benefits, steps and value analysis, job plan and simple problems on work study and value analysis.
10. **Inventory management :**
Meaning, functions, objectives and importance of inventory control, relevant costs, economic order quantity, economic batch quantity, ABC analysis and simple numerical problems.
11. **Materials management :**
Meaning, definition, objectives, stages and factors responsible for materials management, Replacement of items, Simple problems of replacement, Materials Flow Systems, Supply Chain Management.
12. **Quality Management :**
Quality as a strategy, meaning of quality, statistical methods in quality management, statistical process control, control limits, control charts. Advantages of quality management, Statistical process control, control limits, control charts. Advantages of quality control. Simple numerical problems.

Recommended Books :

1. Production Management - B. S. Goel.
2. Production and Operations Management - S. N. Chary, Tata MacGrawhill, New Delhi.
3. Operations Management - Buffa E.S., John Wiley, New York.
4. The Management of Operations - Meredith and Gibbs
5. Concepts of Operation Management - Wild R., Wiley Interscience
6. Operation Management - Schroeder R.G., Mc-Grawhill, New York

NORTH MAHARASHTRA UNIVERSITY, JALGAON

M.B.A. - SEMESTER II

SUBJECT : 206 MARKETING MANAGEMENT

(w.e.f. June 2004)

Unit 1 : Marketing Management – An Introduction

- 1.1 Evolution of Marketing
- 1.2 Definition of Marketing, Marketing Management
- 1.3 Nature and Scope of Marketing
- 1.4 Marketing objectives
- 1.5 Marketing functions
- 1.6 Core concepts in Marketing
- 1.7 Marketing concepts
- 1.8 The marketing process
- 1.9 Applications of Marketing in various areas
 - a) Agricultural marketing
 - b) Industrial marketing
 - c) Marketing services
 - d) Rural marketing
- 1.10 Marketing environment and Marketing Mix

Unit 2 – Product

- 2.1 Meaning
- 2.2 Classification
- 2.3 Product related strategies
 - a) Product mix
 - b) Product line
 - c) Product positioning
 - d) Branding
 - e) Packaging and labelling
- 2.4 New product development – New product development process
- 2.5 Product life cycle marketing strategies

Unit 3 – Managing Marketing Efforts

- 3.1 Selecting target markets
- 3.2 Marketing organisation
- 3.3 Marketing implementation
- 3.4 Evaluation and control

Unit 4 – Buyer Behaviour

- 4.1 Major factors influencing buyer behaviour

- 4.2 Buyer decision process
- 4.3 Indian Consumer Market
- 4.4 Consumerism movement
- 4.5 Consumer Protection Act, 1986

Unit 5 - Pricing

- 5.1 Pricing
 - a) Definitions
 - b) Objectives
 - c) Factors affecting pricing decision
 - d) Pricing methods
- 5.2 Promotion
 - a) Definition
 - b) Promotion Mix.
- 5.3 Advertising
 - a) Definition
 - b) Objectives
 - c) Criticism.
- 5.4 Sales Promotion
 - a) Definition.
 - b) Tools for sales promotion
 - c) Major decision areas.
- 5.5 Public relations
 - a) Definition
 - b) tools for public relations
 - c) Major decision areas.
- 5.6 Personal selling
 - a) Definition
 - b) Principles of personal selling

Unit-6 Managing Distribution

- 6.1 Nature of distribution channels.
- 6.2 Channel management decision.
- 6.3 Physical distribution and logistic management.
 - a) Retailing- types of retailing, future of retailing.
 - b) Wholesaling-types of wholesalers, trends in wholesaling.
 - c) Logistic management

Unit-7 Marketing in the 21st Century

- 7.1 Managing Direct and online marketing

- 7.2 Marketing and social responsibility and marketing ethics- Social criticism of marketing. Business actions towards socially responsible marketing.

Reference Books :

1. Marketing Management (Analysis, Planning, Implementation and Control) – Philip Kotler
2. Fundamentals of Marketing – William J. Stanton, Michel J. Estzel, Bruce J. Walker. Mc-Graw Hill International Edition 10th.
3. Principles and Practice of Marketing- Philip Kotler, Garry Arn Strong, Prentice Hall of India Pvt. Ltd.
4. Marketing Management – Zha & Singha
5. Marketing Management – S. A. Sherlekar, Himalaya Publications
6. Service Marketing – S. M. Zha, Himalaya Publications
7. Marketing – Rajan Nair

NORTH MAHARASHTRA UNIVERSITY, JALGAON
M.B.A. – SEMESTER II
SUBJECT : 207 ORGANISATIONAL BEHAVIOUR
(w.e.f. June 2004)

Objectives :

1. To provide Organisational Behaviour perspective to Management students.
2. To relate various theoretical framework that serve as foundation for practicing managers.

1. Leadership

- 1.1 Leadership. meaning
- 1.2 Leadership studies
 - 1.2.1 The Iowa leadership studies.
 - 1.2.2 The Ohio State leadership studies.
 - 1.2.3 The Michigan leadership studies
- 1.3 Functions of Leadership
- 1.4 Leadership styles
- 1.5 Traits in Leadership.
- 1.6 Theories of leadership - Evaluation, Comparison, Contradiction and integration of theories.
 - 1.6.1 Theory X and Theory Y
 - 1.6.2 Likert's Theory of system 4

- 1.6.3 Likert's Theory of System 4T
- 1.6.4 Autocratic- Democratic continuum model
- 1.6.5 Fiedlers model
- 1.6.6 Hersey – Blanchards situational theory
- 1.6.7 Fiedlers – Garcia's Cognitive Resource Theory
- 1.6.8 Leader – Member Exchange Theory
- 1.6.9 Path Goal Theory
- 1.6.10 Vroom & Yetton's Leader-participation model
- 1.6.11 Attribution Theory
- 1.6.12 Charismatic Leadership Theory
- 1.6.13 Transformational leadership Theory
- 1.6.14 Ohio State Leadership Quadrants and Management grid

2. Power

- 2.1 Power Authority and Influence
- 2.2 Power and Politics
- 2.3 Sources and bases of power
- 2.4 Power Tactics
- 2.5 Management Influence, Influence styles
- 2.6 Coalitions
- 2.7 Risks of power Limitations of power

3. Conflicts

- 3.1 Genesis of Conflicts
- 3.2 Interpersonal conflicts
- 3.3 Group level conflicts
- 3.4 Structural conflicts
- 3.5 Conflicts due to frustration
- 3.6 Goal conflicts, Role conflict
- 3.7 Formal and Informal authority conflict
- 3.8 Impact of Conflicts
- 3.9 Different views about conflicts: functional versus Disfunctional conflicts.
- 3.10 Conflict management : Avoidance, diffusion, Containment, Confrontation
- 3.11 Implications on performance and satisfaction ; Managing group productivity.

4. Change Process

- 4.1 Forces for changes
- 4.2 Resistance to change
- 4.3 Approaches to overcome resistance
- 4.4 Managing planned change!

Organisational Development

- 5.1 O.D. Concept, Process
- 5.2 O.D. Techniques
 - 5.2.1 Structural and Human Process Techniques
 - 5.2.2 Assertiveness Training
 - 5.2.3 Process consultations
 - 5.2.4 Sensitivity Training
 - 5.2.5 Team Building
 - 5.2.6 Career Scheduling
 - 5.2.7 Management of Succession
- 5.3 Implications for performance and satisfaction

Work Stress

- 6.1 Stress, Fatigue, Boredom & Strains
- 6.2 Nature and Sources of stress
- 6.3 Physical problems, effects, frustration, withdrawal,
- 6.4 Stress Management
 - 6.4.1 Counselling
 - 6.4.2 Self hypnosis
 - 6.4.3 Rational Emotive Therapy
 - 6.4.4 Meditation
 - 6.4.5 Relaxation
 - 6.4.6 Roger's Client Centered Therapy
 - 6.4.7 Palliative strategies
- 6.5 Coping with Stress
- 6.6 Organisational Approach
- 6.7 Implication for performance and satisfaction

Reference Books :

1. Organisational Behaviour, Concept controversies and applications- Stephen P. Robbins
2. Organisational Behaviour – Fred Luthans
3. Industrial-Organisational Psychology- John B. Miner
4. Management of Organisational Behaviour, Utilizing Human Resources- Paul Hersey & Kenneth H. Balnehard
5. Organizational Behaviour – Hellrigel, Slocum, Woodman
6. Organizational Behaviour Text and Cases - Uma Sekharan
7. Human Behaviour At work – Keith Davis
8. Psychology of Industrial and Organisational Behaviour – P. A. Bhagwatwar
9. Human Behaviour at Work – Keith Davis & John W. Newstrom

- 10 Organizational Behaviour – P A Bhagawatwar, Pune Vidyarthi Griha Pune
- 11 Human Relations, and Organisational Approach- Mallaran Jack.
- 12 Hand Book of Rational Emotive Therapy – Ellias A & Grieger R.
- 13 Reason & Emotion in Psycho-therapy – A Ellis, Lyle Stuart.
- 14 Organizational Behaviour Concepts and Cases - Dr. Anjali Ghunekar
- 15 Organizational Behaviour- Text and Cases – Dr. K. Ashwathaappa

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